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DTR-5995

71-0535

16 FEB 1971

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Problem Solving Seminar #7: Comments

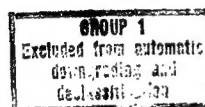
REFERENCE : Your Memo dtd 5 Feb 71, Subj: Report  
of Problem Solving Seminar #7 -- The  
Influence of Dependents on Employees

1. This memorandum is in response to the referenced correspondence in which you asked me to comment as to why the Americans Abroad Orientations were discontinued and as to whether Recommendations 19a and c could be accomplished.

2. The Americans Abroad Orientations were discontinued for budgetary reasons. OTR did not have a staff sufficiently large enough to give worthwhile orientations (three professionals and one clerical handling briefings on about 75 separate areas), nor was there any prospect of an increase in the staff.

3. Recommendation 19a could be accomplished but not by OTR under the present limitation of people and money. Aside from OTR's giving the two-day Orientation for Overseas and the eventuality of giving operations familiarization training to wives of some of the CS officers, it is our view that the responsibility for all other area orientation must be assigned to the CS Desks.

4. What is recommended in 19c has been investigated rather fully within OTR, particularly the matter of programming country briefings. The costs, including the need for an augmented staff, were considered to be excessive in proportion to the benefits that would be derived by the Agency from the undertaking.

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2 \_\_\_\_\_

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Currently, OTR has eight country kits (e.g., [redacted]  
[redacted] c.) which have been approved by the CS  
Desks and are made available to dependents who attend the Orientation  
for Overseas. The kits contain basic material that requires almost no  
updating; they do not include the kinds of things a dependent would get out  
of a post report or Desk briefing. Because of a lack of staff, additional  
kits have not been compiled for CS approval, and if this technique is to  
be productive, compiling and maintaining area kits will also have to  
become a CS Desk's responsibility.

5. I have attached several pieces of correspondence from our files  
which pertain to the subjects mentioned in this paper and which you may  
find of personal interest.

[redacted]  
HUGH T. CUNNINGHAM  
Director of Training

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<b>OFFICIAL ROUTING SLIP</b>				
TO	NAME AND ADDRESS	DATE	INITIALS	
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<input type="checkbox"/> CONCURRENCE		<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE	
<b>Remarks:</b>  This is some background on the expansion of area orientations, the development of country kits, and on programming units on areas. You may be interested to know that since the time of the memo on PAI, to do a three-hour country program on the outside the cost would be \$13,000. OTR estimates 20 countries would be the minimum requirement, thus the outlay would be \$240,000, exclusive of the costs of consultation time of the area experts.				
<b>FOLD HERE TO RETURN TO SENDER</b>				
<b>FROM: NAME, ADDRESS AND PHONE NO.</b>			<b>DATE</b>	
Director of Training				
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Approved for Release 2006/05/25 : CIA-RDP84-00780R004400020006-8

**CONFIDENTIAL**

3 MAY 1968

MEMORANDUM FOR: Assistant Deputy Director for Support

SUBJECT : Area Orientation

REFERENCES : (a) Memo dtd 2 Apr 68 to DTR fr: ADD/S  
(DD/S 68-1604), same subject

(b) Memo dtd 17 Apr 67 to DTR fr: C/IS,  
"Area Orientation Training"

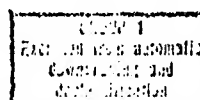
1. This memorandum is for your information only.

2. With reference to using programmed texts to supplement traditional area material for orientation of dependents, we have found the only apparent course open to the Agency at present is to produce its own programs through an outside contractor. The number of commercially produced programs is limited and the few available for purchase are not suited to the level of Agency needs. Within government nothing has been done in the field of area programming, although the Defense Intelligence School is now exploring possibilities for developing two programs.

3. Cost of producing Agency programs is high. One three-hour program (three hours considered to be the average length for an area familiarization) is approximately \$7,000. To produce the minimum of 25 programs on the so-called "big" countries would cost \$175,000. Eventually the Agency would require about 70 programs at a cost of \$500,000. Added to this would be salaries of Agency employees who have the area expertise to develop precise objectives and to determine the information to be programmed. To avoid increased costs, each program would most likely feature only the geographic and cultural information on the country and its people thus lessening need for revisions.

4. The Defense Intelligence School is asking for bids from outside contractors on two three-hour programs covering China and the

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USSR. If DIS contracts for the programming, it will be some time before each program is developed and tested. OTR will keep up to date on the resolutions. We will also continue to watch for new developments in the commercial field and will report any significant findings.

5. OTR's experience has shown that actual costs of programming have exceeded contractors' estimates. Based upon experience to date, I recommend that further consideration of PAI in relation to area studies be deferred until greater skill in the techniques of programming is achieved within the Agency.

SIGNED/AR

*for* John Richardson  
Director of Training

Att

Reference (b)

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P&M [redacted] (2 May 68) Coordinated with TR/R [redacted]  
Distribution: IS [redacted]

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1 - C/IS *w/o cover sheet*

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2 - P&M

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S E C R E T

31 OCT 1966

DDP/TRO 68/48

MEMORANDUM FOR: All Chiefs of CS Divisions and Staffs  
SUBJECT : Overseas Orientation for Dependents

1. A requirement exists within the Clandestine Services to improve, both quantitatively and qualitatively, briefing and orientation of CS dependents scheduled for overseas residence. Certain CS components provide overseas briefing of dependents and OTR conducts once each month a 2-day overseas orientation course designed for CS officers and dependents travelling abroad for the first time. While the latter, OTR Overseas Orientation is helpful, it is a general orientation, void of national or even regional lines (Europe, Africa and SEA, etc.) and does not include the specific area of residence.

2. Due to the importance attached to ensuring that CS dependents going abroad are properly informed and briefed on area of residence, the DDP has requested that overseas orientation of dependent personnel be emphasized and upgraded within the Clandestine Services. Towards fulfillment of this request the following procedures are suggested:

a. All dependent wives of CS personnel scheduled for their initial overseas assignment should take the scheduled 2-day Overseas Orientation Course conducted by OTR.

b. In addition to 2 a. above all dependent wives should receive a CS Branch or Desk level briefing designed to provide the dependent with a general appreciation of the basic political, social and economic aspects in the area, as well as hardship factors (weather, schools, medical, subsistence, etc.) and, of course, knowledge of the more pleasant aspects of assignment to the area.

c. Dependent wives scheduled for a second tour to the same area will not require a branch or desk level area briefing, unless there has been a significant time interval between tours in the area or there have been recent political and other changes affecting residence in the area.

S E C R E T

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d. Dependent wives scheduled for an overseas tour to a new area should receive branch level area briefings on each new area before departure.

e. In addition to wives, mature dependents, 18 years of age or older should receive the branch or desk level briefings in company with the principal dependent.

3. The branch or desk level area briefings may be complemented by consultation, on an individual basis, with the area and resources specialists in SOD [redacted] is prepared to recommend, and expeditiously obtain, pertinent background reading materials from the [redacted] collection, the CIA Library and other sources in the headquarters area. 25X1

4. A progress report will be requested on or about 1 February 1969 relative to the handling and management of this program within the Clandestine Services. 25X1

FOR THE DEPUTY DIRECTOR FOR PLANS:

[redacted]

DDP/TRO 25X1

Distribution:

All Chiefs of CS Divisions and Staffs  
All Senior Training Officers  
All Training Officers

S E C R E T



17 April 1967

MEMORANDUM FOR: Director of Training

SUBJECT : Area Orientation Training

REFERENCE : Memo to DDS fr DTR, dtd  
22 Nov 66

1. After several months of looking into ways and means of providing the Agency with area training in the form of country reading kits, we have reached the conclusion that present operating conditions do not make such a program feasible.

2. We have found that such a program, however modestly conceived, would require personnel that we do not now have.

a. A full-time professional officer would be needed to organize, compile, distribute, and revise some 100 country kits, which would be kept available for reading and study at 45 to 100 country desks as well as in a central repository in our language laboratory at the Headquarters Building. This professional would not only be operating a central library with numerous branches, but he would also be called upon to work with a great many country specialists and with the numerous Agency and non-Agency sources of country materials. The only OTR officer capable of directing this work is [redacted] who is already fully occupied, especially with Vietnamese training affairs.

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b. It has also become clear that the selection, ordering, cataloguing, composition, storage, distribution, and revision of the kits would require a full-time librarian. This librarian we do not have.

3. When the Office of Training went into the field of area training over a decade ago, serious consideration was given to the establishment of a full-time area training staff of 24 officers. Actually, the staff was composed of three officers who were called upon to provide area training for all Agency

-2-

personnel. To try now to entrust area training or orientation, however reduced in scope, to one man, possibly on a part-time basis for him, could never achieve the desired results.

4. Both OTR and other Agency components are doing something in the field of area training, even though OTR formally withdrew from the field in January 1965. For instance, OTR continues to facilitate the attendance of Agency personnel at area courses given by the Foreign Service Institute. The Intelligence School provides on a monthly basis a two-day Orientation for Overseas which has as a main objective the encouragement of new and serious interest in the countries to which people are going. In collaboration with the Far East Division, furthermore, OTR offers, on a monthly basis, a week-long Vietnam Orientation -- a genuine example of area orientation. While this activity does not constitute an effective or comprehensive area training or orientation program, it is something that is commensurate with our present limited capabilities.


5. Also, the CS area divisions are doing something, even though there is much more that they can do and are, perhaps, better qualified to do than OTR. In one division, for example, a branch chief has produced an annotated bibliography for his people and vigorously pushed the purchase and circulation of reading material. In another, an intelligence assistant very actively circulates books, papers, and magazines along with a bibliography she has produced. These examples may not be typical of what is actually done, but they do demonstrate what leadership in the division can accomplish. What reading material they do produce could and should also, of course, be made available to those non-CA people going to their various stations.

6. Finally, even if we could by some means institute the country kit program, we would simply be adding to the bits and pieces that now stand in lieu of formal area training. A reading kit program undertaken by OTR, however basic to understanding a foreign country and however excellently it might be implemented, would still be bibliographical in essence and a somewhat specialized library function. There would be no real training involved, no orientation, no personal guidance, no real way to evaluate results.

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7. In conclusion, and in view of the considerations and background previously outlined, we feel that the burden of providing this type of orientation should be left to the area divisions. This is where the expertise lies, the divisions have the people who know what they want their people to know, and certainly country desks are in the best position to maintain pertinent bibliographies and to guide their people to current reading materials. A move to centralize this effort under OTR would require a rather elaborate administrative apparatus, an expertise which we do not now have, and personnel, which under current ceilings would be almost impossible to obtain.

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Chief, Intelligence School

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17 June 1966

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Area Orientation**

**REFERENCE : Memo fr DDS to DTR, dtd 10 Jun 66, same subject; DD/S 66-3014**

1. On 30 November 1964, Colonel White, then DD/S, approved OTR recommendations:

a. That OTR discontinue area training as heretofore given and that the Agency depend on FSI for such training.

b. Those parts of the Americans Abroad Orientation courses which were devoted to problems of overseas adjustment be combined with the dependents briefing -- attendance by employees and wives preparing for their first overseas assignment would be mandatory, attendance by others would be voluntary.

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c. For Office of Communications technicians who are in training [ ] preparatory to going overseas, a special briefing be given them [ ] combining both area orientation and overseas adjustment.

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In the OTR study it was noted that the DDP/TRO -- while Helms was DDP -- had given us full concurrence on this subject.

2. As stated in reference, area orientation in the past has not been on a mandatory basis; [ ] was not as firm on this matter as it could have been. However, the essential problem did not lay in this direction but is defined in Matt Baird's memorandum for DDS, subject: Americans Abroad Orientation, dated 19 November 1964, paragraph 3:

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"Our trouble derives essentially from the fact that the course objectives are overly ambitious and unattainable. We try in two to four days' time to instruct employees and their wives on not only

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problems of personal adjustment overseas but also on the historical, political and economic and social background of the country of interest as well. This is simply cramming too much into too short a time. Moreover, the great bulk of the work is done by only three instructors. With each specializing, they divide the world into three major blocs of instruction: Free Europe and Latin America, the Far East and South Asia, and the Middle East and Africa. Altogether, they give courses on seventy-eight different foreign countries. This is itself an enormous task, even under the most ideal conditions, but much about our AAO is far from ideal. For example, the instructors have had such a multiplicity of course runnings (199 in FY 1964 and 213 in FY 1963) to deal with that they have sometimes had to resort to taped presentations. In addition, the student body has sometimes been so heterogeneous (393 students GS-3 through 8, 205 GS-9 through 15, plus 221 wives in FY 1964) as to make it impossible to pitch the content at a suitable level. To be quite frank, the net results have been far from satisfactory."

The Foreign Service Institute Area and Country Programs requires a staff of 18 and extensive use of non-governmental as well as governmental lecturers. The area courses run for three weeks and cost \$350 per student. The FSI has a 5,000 volume library to support this effort.

3. The spectacle of three officers attempting to provide area orientation on 78 countries of the world for Agency officers ranging from GS-3 to GS-15 became unacceptable from several points of view. Not one of the three officer/instructors had ever served a tour in the countries about which they spoke. We were literally and actually laughed out of the classroom by some of the students on at least one occasion. I feel very strongly that I cannot willingly accept responsibility for providing OTR area orientation with much less than two DDP or DDP/DDI officers for each major region of the world, in other words, about ten qualified officers. I am convinced that unless OTR is provided with a sufficient and qualified staff, we have no choice but to recommend decentralization of area orientation to the most knowledgeable point, the geographic divisions of DDP. I believe that this is where it rightly belongs anyway.

4. Our proposal includes officers of DDS, DDS&T, and DDI in the area orientation effort (paragraph 6). We would envisage that materials and lecturers from DDI and DDS could well be integrated in practice in the regional presentations and in the country kits. In addition, OTR would assist by structuring the courses and pulling together some of the "basic" works for the kits. As you suggest, programmed instruction in area orientation lies somewhere in the future.

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5. Off and on, I have considered the problem of OTR and area orientation for two years. It was on my firm recommendation, or at least partly so, that Baird recommended the abolishment of area orientation as an OTR responsibility particularly so long as such orientation depended largely on a few OTR officers. I have found no reason during the intervening time to change my views. Perhaps we should have a roundtable discussion of the problems involved.

S/  
John Richardson  
Director of Training

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DD/P 5-5181

4 NOV 1964

MEMORANDUM FOR: Assistant Deputy Director for Plans

SUBJECT : OTR Area Familiarization Course

1. In response to your verbal request I checked out the current status of the OTR Area Familiarization Course. In talking with John Richardson he told me the course had been dropped because of difficulty in maintaining a faculty with first hand knowledge of the various areas. The question of cost of running the course was not raised, although this was undoubtedly a major factor.

2. In lieu thereof OTR runs a two-day overseas familiarization course for those officers and wives who have never been overseas before. This course deals with the problems of living abroad, social obligations,  how to get along with the natives, and how not to become an Ugly American. ✓

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3. Mr. Richardson was not enthusiastic about re-establishing the Area Familiarization Course, although he said OTR stands ready to assist the Divisions in setting up such courses from time to time on an ad hoc basis. For example, OTR is assisting the FE Division to put on a 5 day orientation for officers going to Vietnam. The faculty will be FE returnees from Vietnam. He felt that area familiarization should be conducted by the Divisions or Branches rather than by OTR.

4. It would seem that OTR's position has definite merit. It is doubtful that OTR could maintain a faculty, without great expense, which would be prepared to lecture for 3 days to a week on something over 100 countries, and frequently to groups of only 2 or 3 people at a time. This would appear to be properly a desk or division responsibility, with such assists from OTR as are necessary from time to time when large groups are involved and facilities are required for space and possibly training aids. The present course in Overseas Familiarization appears to meet DD/P needs in that area.

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25 NOV  
1965

MEMORANDUM FOR: All Division and Staff Senior  
Training Officers

SUBJECT : Attendance at Orientation for Overseas

REFERENCE : OTR Special Bulletin No. 11-65, dated  
6 May 1965

1. Your attention is invited to the fact that all employees assigned to their first overseas post are required to attend the OTR course, Orientation for Overseas, and that the husband or wife of a married employee is also expected to attend.

2. OTR has advised that due to non-attendance the last two runnings of this course have been cancelled. The next running will occur on 13-14 December in Room 1 D 1601. It is held each month on the first Tuesday and Wednesday. Your action in apprising personnel in the above category of their responsibility for attendance will be appreciated.

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# SPECIAL BULLETIN

O F F I C E O F T R A I N I N G

No. 11-65

6 May 1965

To: All Training Officers of the Agency

Reference: Special Bulletin 3-65, dated 12 January 1965

## ORIENTATION FOR OVERSEAS

The Orientation for Overseas, a new two-day program designed by the Orientation Faculty of the Intelligence School, OTR, replaces the Dependents Briefing and includes behavioral guidance themes from the former Americans Abroad Orientation. It is given on the first Tuesday and Wednesday of each month from 0900 to 1630 hours in Room 1D-1601 at the Headquarters building.

Employees assigned to their first overseas post are required to attend. The wife or husband of a married employee is also expected to attend. Unmarried employees or those employees whose wives or husbands are not able to attend the full program do not have to come to the Tuesday morning session, but they must be present at both the Tuesday afternoon and Wednesday morning presentations. The Wednesday afternoon part of the orientation is set aside for the women; their attendance is optional. Dependent children may not attend any part of the orientation.

A lecture on Agency missions and functions and briefings on security and cover, as they apply to both the individual and to the Agency, are presented to the married couples on the first morning. On Tuesday afternoon and Wednesday morning, the lectures are on problems involved in dealing effectively with people of other cultures. There are also lectures on the legal and medical aspects of overseas life. On Wednesday afternoon, wives of Agency employees and single female employees who have had wide experience in overseas posts will conduct informal discussions with the women.

(See other side)

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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5 May 1965

## MEMORANDUM FOR THE RECORD

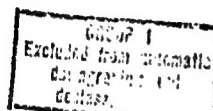
SUBJECT: Meeting with Howard E. Sollenberger and  
Kenneth Landon, FSI -- 3 May 1965

1. I explained the purpose of my meeting as being in response to a request made of Mr. Richardson some months ago by Mr. Sollenberger. The latter had wanted to know whether a reduction of the FSI Area Studies Program from three to two weeks would make any difference in the number of Agency employees attending it.

2. I prefaced my report with the observation that our operational units by the very nature of their work almost always favor shorter rather than longer courses. By way of a more direct response, I reported that we had conducted a survey throughout the Agency with the result that it was doubtful that the reduction to two weeks would make any significant difference. At best, we could expect an increase of 25-30 persons. We had concluded, therefore, that with respect to the Agency's participation it really didn't make much difference whether the Program remained at three weeks or was reduced to two.

3. Sollenberger responded that he had found this report reassuring. He went on to explain that they had tried giving their Area Courses in one week, two weeks, four weeks and had finally fixed on three weeks as being the best. This time span allowed for a period of reorientation from normal duties to concentration in some depth on subject matter. This was further reflected in the use students made of FSI's library -- from taking out none or very few books during the first week of instruction to 10-15 during the third week. Sollenberger stated that they do in fact cover as much subject matter in three weeks as a university normally covers in a semester course. He concluded by observing that they had wished, in any case, to check the length of their courses with us as they desire to be responsive to the needs of the various government agencies.

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4. Sollenberger had these further comments to make:

a. FSI is now in a position where it can offer specially tailored area courses for groups of 12 persons or more upon request. These courses may vary in length and treatment depending upon what is desired.

b. FSI's library now has almost 7,000 volumes. It is open to members of other agencies much the same as any public library would be. For example, if a member of the Agency had only two or three days to spend in background reading on a given area or country, he would be welcome to use FSI's library.

c. How could they make sure that we are getting their announcements of changes and program offerings on a regular basis? I replied that it was my understanding that we were already receiving these through the Registrar of the Office of Training but that I would verify this and report back.


d. As we were about to conclude, Sollenberger asked whether the Agency might be interested in having one of its qualified members serve a tour on the FSI Area Studies Faculty as a member of the instructor staff. He explained that they were anxious to broaden the participation of other agencies in FSI's Program. Experimentally, they had accepted on their faculty a representative from USIA and he had worked out very well. Sollenberger feels that they are really rendering service to the government on an interdepartmental basis and that this was one way of underscoring their desire to cooperate with the other agencies. He explained further that FSI would be able to reimburse the Agency for salary costs but that they would have to depend upon the Agency to make the right selection. I answered that I could not give him a reply but that I would be glad to refer the matter to Mr. Baird for whatever action he may deem appropriate.

5. During the course of our meeting I was able to leave with them five copies of our article on the FSI Area Studies

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Program that appeared in the OTR Training Bulletin for March 1965. (See copy attached.). I explained briefly that the article had appeared in one of our intra-Agency publications and that we thought they might be interested in seeing how we had handled the matter. I explained to Sollenberger that I had obtained the information on which the article was based in an earlier meeting with Landon.

  
Chief, Plans and Policy Staff

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# FSI Foreign Service Institute

DEPARTMENT OF STATE

Announcement 64-8

August 26, 1964

SUBJECT: Overseas Assignment: A Course for Wives

TIME: 9:00 a.m. to 12:30 for two weeks. Offered monthly.

PLACE: Foreign Service Institute, Arlington Towers, Arlington, Virginia. (Mailing address: FSI, Department of State, Washington, D. C. 20520).

This intensive course is open to wives of United States Government officials, civilian and military, who expect extended assignment abroad. It has been designed to be of value both to those who have had overseas experience and to those who are new to the foreign service. Classes include wives from the various agencies of a country team and are open also to other adult members of a family who expect to accompany the official to a post. When possible, a special teenage briefing is arranged during each two week program.

*Note this for JTB APOs*

In order to permit effective scheduling by the Registrar and the most satisfying participation for class members, wives are encouraged to register as indicated on the back of this notice, well in advance of departure. An ideal time for attendance is two to six months prior to leaving the country. Wives on home leave who can schedule regular attendance are also urged to take the course. Enrollment in the lecture-discussion sessions is limited to 35 participants. Wives who are on Washington assignment and who have not previously had the course may call the Registrar to discuss attendance on a space available basis.

The course is intended to help an American wife envisage the importance of her individual role as a part of the total representation of the United States abroad, to appraise her opportunities and responsibilities in a new environment, and to assist her in meeting new situations of living in different parts of the world. In helping wives to prepare for their foreign service assignments, the course deals with two basic subjects:

- 1) The United States - its history and government, its political, social, economic and cultural background and significant aspects of contemporary American life, including America's relationship to world affairs.

(over)